

# IMPLEMENTATION



## **IMPLEMENTATION**

The community plan establishes goals and objectives to guide the growth and revitalization of the College Area community. The goals and objectives outlined in this document are, in effect, calls for action. The formulation and adoption of a community plan is only the first step in a two-step process. The second and equally important step is the implementation of the goals and objectives and recommendations of the community plan. This section lists the actions necessary to implement the plan.

### **Housing**

1. Rezone residentially zoned property north of El Cajon Boulevard, adjacent to the Mid-City Communities Planned District, into the Planned District Zones as shown on Figures 23A and 23B.
2. Rezone multifamily zoned, but single-family developed, properties which are integral parts of single-family neighborhoods into the R1-5000 Zone as shown on Figures 23A and 23B.

### **College Community Redevelopment Plan**

The College Community Redevelopment Project, as described in the San Diego State University Element, shall be further defined in a Master Project Plan (MPP).

The MPP must include maps and a refined set of development and design guidelines which apply within each of the redevelopment sub-areas. It is these conditions and guidelines which will provide a basis against which detailed development plans will be evaluated.

The MPP requirements for detailed development plans must mandate the preparation of a series of Phased Project Plans describing specific development proposals with specific dimensions at specific locations. All Phased Project Plans must be reviewed by the College Area Community Council prior to any development approval.

### **Transportation**

1. Incorporate within the Capital Improvements Program recommended auto, bicycle and pedestrian circulation improvements.
2. Implement recommended transit service improvements.
3. Implement the extension of the Mission Valley Light Rail Transit Line to serve the College Area community.

4. Monitor the "Area B" parking district to adjust its boundaries as need arises.
5. Work with the Metropolitan Transit Development Board to establish an ongoing program to promote the use of public transit by students and university employees.

### **Commercial Revitalization**

1. Rezone property in the College Community Redevelopment Project Area, as shown in Figure 23A.
2. Continue the ongoing efforts to revitalize the commercial areas along El Cajon Boulevard, establish one or more Business Improvement Districts.
4. Promote interest and commitment by local businesses and the community-at-large in the revitalization of all commercial areas of the community.
5. Evaluate the feasibility of establishing a Business Improvement District in the student-oriented commercial area within the multi-purpose area.

### **Parks and Open Space**

1. Establish ongoing programs aimed at maximizing the use of existing recreational facilities, maximizing efforts to expand existing recreational facilities, and obtaining financing necessary to maintain these programs.
2. Continue the ongoing open space acquisition program.
3. Rezone city-owned parks and open space to the appropriate Open Space Zone as requested by the Park and Recreation Department.
4. Rezone privately owned designated open space as shown on Figure 23A and 23B to R1-40000 with the Hillside Review Overlay Zone.
5. Confirm that the boundaries of the Hillside Review Overlay Zone are appropriate.

### **Canyon Fire Protection**

1. In the short term, property owners should thin out existing woody or dry vegetation, install irrigation at top of slope to establish a buffer, and plant low-growing, drought-tolerant, fire-retardant plants at top of slope.

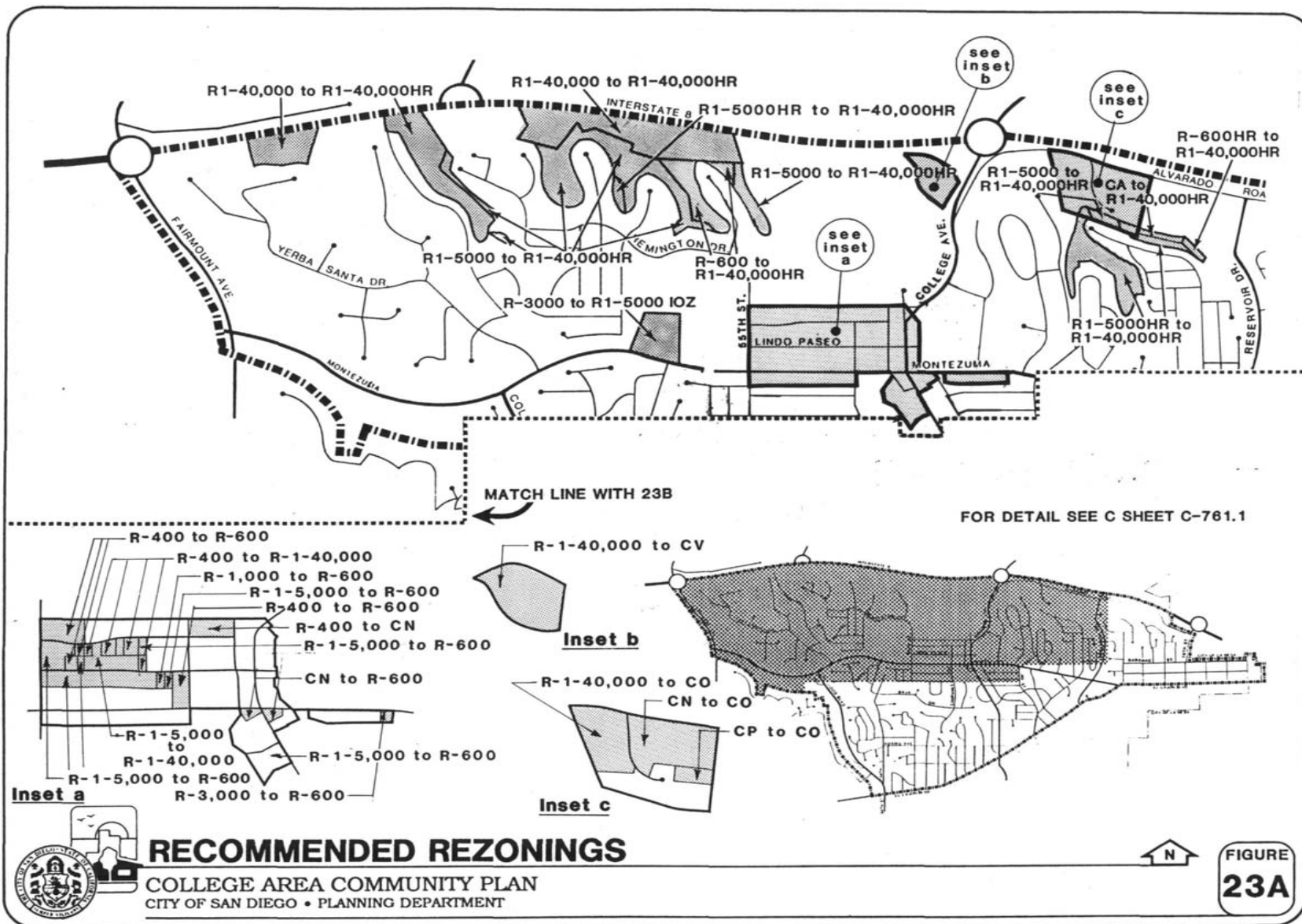
2. Over the long term, fire-retardant or resistant trees and plants should be planted in yard areas. Fire barriers such as walls, paved patios or swimming pools will also help to control the spread of fire from canyon areas. Fire retardant building materials, particularly roof materials should be used in new construction or remodeling.

### **Public Improvements**

Community facilities are normally provided through the City of San Diego's Capital Improvements Program which sets forth a six-year program of providing public facilities on a citywide basis. It is the responsibility of the community planning process to identify future public improvements for incorporation into future Capital Improvement Programs. The public improvements set forth in the Transportation, Public Facilities, Park and Recreation and Open Space Elements of this document provide the combined list of public improvements recommended for the College Area community.

### **Institutional Uses**

1. Rezone all institution sites to a zone which is compatible with recommended surrounding land use (Figures 23A and 23B).
3. Apply the Institutional Overlay Zone (IOZ) to sites designated for hospital, library, or fire station uses where the sites are in public ownership, and outside the College Community Redevelopment Project Area.
4. Relocate the College Heights Library to the Montezuma School site, or, if that site becomes unavailable, to another site large enough for an expanded library.



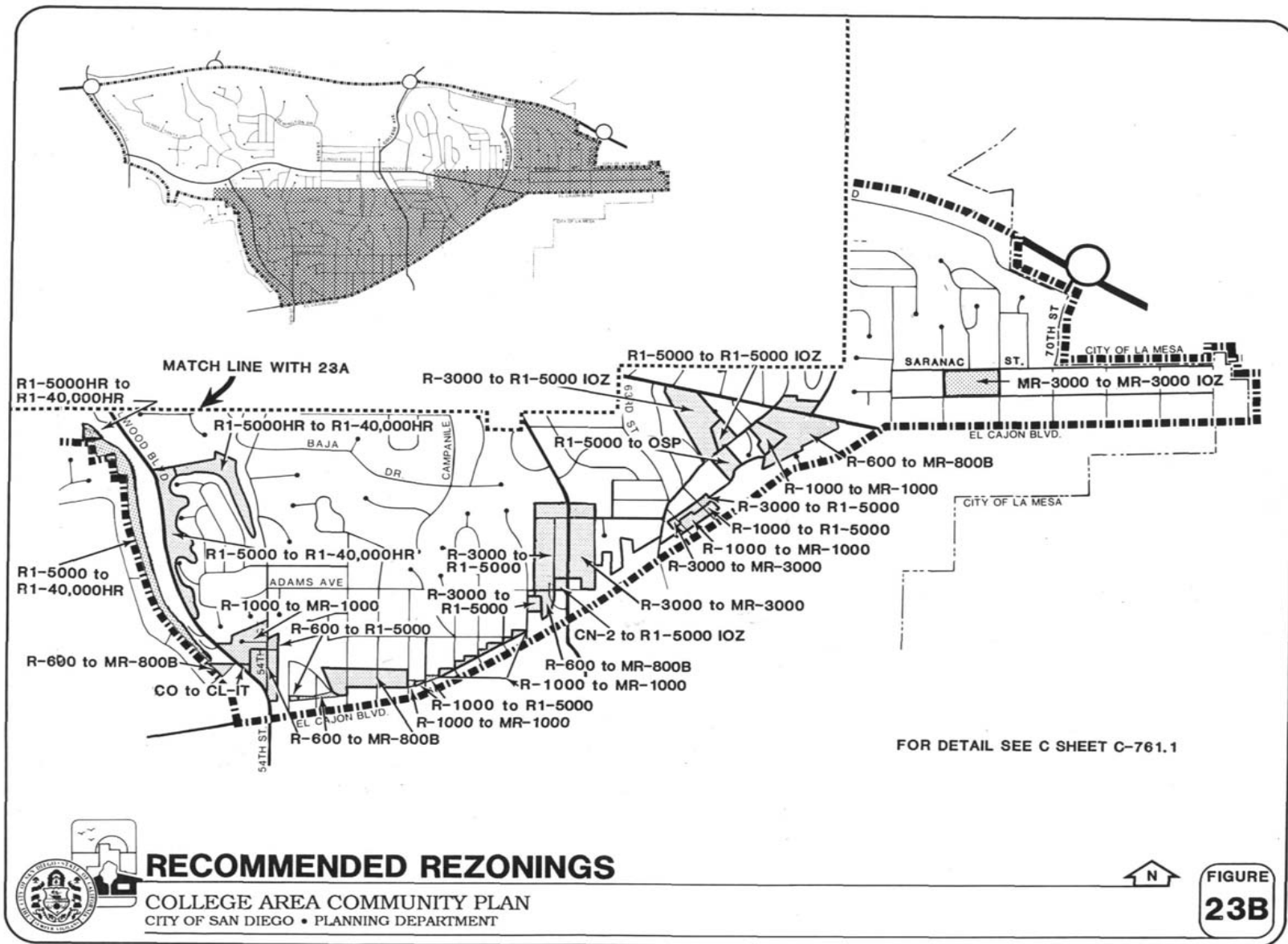


TABLE 6

## Schedule of Implementation Actions

Category	Action	Timing	Responsibility	Financing
3. <b>ORGANIZATION</b> Plan Review and Maintenance	The City of San Diego with assistance from other agencies, the community planning group and other community organizations should: 4. Initiate actions to implement plan proposals. 5. Monitor development activity for conformance to the plan. 6. Ensure that the City's Capital improvements Program is consistent with the goals and recommendations of this plan. 7. Review and update this document and make major amendments when necessary.	Continuing	Planning Dept.	City
2. <b>LAND USE</b> Development Regulations	In coordination with appropriate City departments, initiate rezonings consistent with the recommendations in the Housing, San Diego State University, Commercial, Open Space, Park and Recreation, and Public Facilities Elements.	Immediately	Planning Dept.	City
2. <b>COMMERCIAL REVITALIZATION</b>	Continue the commercial revitalization process. Areas to receive assistance and improvements should be chosen based upon interest and commitment by local businesses, as well as other factors established by this plan.	Continuing	Economic Development Division (Property Dept.) and Planning Dept.	Community Develop. Block Grant & City
3. <b>URBAN DESIGN</b> Project Review	The Urban Design Element recommendations as well as the recommendations on the other land use elements should guide all discretionary projects.	Continuing	Planning Dept.	Applicant
4. <b>TRANSPORTATION</b>				
A. Circulation	Provide improvements as recommended in the Transportation Element.	Continuing	Engineering & Dev. Dept., Caltrans	City, Federal, private devel. Impact fee
B. Transit	Complete construction of the Mission Valley East Light Rail Transit including stations at SDSU, the intersection of Reservoir Drive and Alvarado Road, and 70 <sup>th</sup> Street. Provide recommended bus service improvements. Increase use of public transit by students and university employees.	FY 89  FY 89 Continuing	Metro. Transit Dev. Board  Metro. Transit Dev. Board Metro. Transit Dev. Board, SDSU	Local, State and Federal Transit Funding (Financing) Sales tax City
6. <b>PARKING</b>	Continue to monitor the Area B Parking District to determine need for boundary adjustments.	Continuing	Engineering & Dev. Dept.	City

<b>7. PARKS</b>	Use park fees for the expansion and upgrading of park and recreation facilities and the acquisition of new park acreage.	Continuing	Park & Rec. Dept.	City
	Continue acquisition of open space.	Continuing	Park & Rec. Dept.	Open Space Bonds or Sub-division process
	Rezone city-owned open space to the appropriate open space zone.	Immediately	Planning Dept., Park & Rec. Dept.	City
<b>8. OPEN SPACE</b>	Continue brush maintenance program.	Continuing	Fire Dept. & property owners	City and private
	Expand or relocate branch library.	Continuing	Library Dept.	City
	Adopt a financing plan showing public improvements, timing, and source of financing.	Immediately	Engineering & Dev. Dept.	City
<b>9. PUBLIC FACILITIES</b>				
<b>10. FINANCING</b>				



## **Financing**

There are two primary methods of financing public improvements for an urbanized community such as the College Area community.

The traditional or standards method of financing public improvements is through the Capital Improvements Program which is adopted annually by the City Council. The Capital Improvements Program is a six-year program predicated on monies anticipated being available during that period. Public improvements scheduled for the first year of the Capital Improvements Program are the recipients of funds appropriated by the City Council. Public improvements scheduled over the next five years are based upon funds expected to be available.

A more long-term financing program is undertaken upon the adoption of the community plan. A Public Facility Financing Plan is developed which provides for the rehabilitation and construction of the additional public facilities which will be needed as the community develops over the next 20 years. The financing plan also identifies the sources of financing for these facilities. The following are some of the potential funding sources.

1. Issuance of Special Bonds - Local governments have traditionally issued bonds to raise the capital needed to construct major public improvements -- sewer plants, water systems, and public buildings.

Revenue bonds are backed by a reliable flow of future revenues from the facility or enterprise they fund, such as the construction of parking facilities and other such public facilities. Because revenue bonds are secured by the proceeds from the enterprise they fund, they carry higher interest rates than general obligation bonds.

Lease revenue bonds are issued by a nonprofit corporation or special authority which constructs a facility and leases it to the City. Lease payments provide the revenue to pay off the bond and, when the bond is retired, the facility is turned over to the City. Some local agencies have used this method to financing administrative centers and schools.

Special assessment bonds are a traditional tool for financing sewer, water, street, sidewalk, street lighting, open space acquisition, and similar projects which benefit property owners within a given area. Assessment bonds issued under the Improvement Act of 1911 are secured solely by the properties that benefit from and are assessed for the improvements. Assessment bonds issued under the Improvement Act of 1915 are secured by the assessed property plus a special reserve fund authorized by 1979 legislation to cover delinquencies.

Any of these special bond measures could conceivably be used for improvements in the College Area community. However, all would entail the prospect of additional financial burdens on all property owners within the assessment district.

2. Business Improvement Districts - Business Improvement Districts are a mechanism by which business owners may assess themselves, with the City's authorization, to raise money for promotional and other activities which will benefit the business district. A Business

Improvement District (BID) is formed under the City's authority but is done so only by petition of business owners. Payments are made through a surcharge on the business license fee.

Funds may be used for the following:

- a. Acquisition, construction or maintenance of parking facilities for benefit of the area.
  - b. Decoration of public places.
  - c. Promotion of public events.
  - d. Furnishing of music in a public place.
  - e. General promotion of businesses in the district.
3. Fees - Another potential mechanism for funding facilities and amenities is the imposition of special fees on new development within the area.

Unlike taxes which are levied to raise general revenue, fees are levied to finance a specific activity, facility or service which confers a direct, identifiable benefit on those paying the fee. There are several sources of authority for imposing fees.

An important class of fees are development impact fees charged to new development at the time the project is approved or a building permit is issued. Such a fee has been established for the College Area community based upon major public improvement needs in the community. The fee addresses the following:

- a. Transportation, including street widenings, rehabilitation of existing roadways, traffic signals, pedestrian ramps, and storm drains.
- b. Park and Recreation, based upon the current park inventory, remaining parks and recreation centers to be built out in the community plan, and the potential for providing additional parks to compensate for the park deficiency in the College Area community.
- c. Library, for rehabilitation of existing facilities, or construction of new ones.
- d. Fire stations, for rehabilitation and reconstruction of existing station, as well as construction of new stations.

A "fair share" allocation of the community-wide costs was made to a new development on the basis of the relative amount of development planned for the future compared to the total community plan build-out, including both residential and commercial projects.

The Subdivision Map Act also authorizes a city to impose fees in-lieu-of dedications of land or improvements as a condition of subdivision approval, provided that the fee is reasonably related to the project being approved.

Water and sewer fees collected from users are used in part to finance the continuing replacement of the aging concrete sewer mains and cast iron water mains.

Under various statutory provisions, local governments can charge fees for services such as police and fire protection and for maintenance of existing facilities. In addition to specific state authorization, charter cities, such as San Diego, have a broad implied constitutional authority to impose fees for municipal facilities and services.

4. Community Development Block Grant - This funding source is now being used for commercial revitalization efforts. Its use is restricted to projects which primarily benefit low- and moderate-income households. It is expected that block grant fundings will continue to support revitalization, including low-interest loans and streetscape improvements, and possibly assist in historic preservation activities.
5. San Diego Gas and Electric Company (SDG&E) - The undergrounding of utilities on major streets should continue to be accomplished by SDG&E. These projects are included in the Capital Improvements Program.
6. Open Space Bonds - Extensive open space acquisition is currently being accomplished with open space bonds. Efforts should continue to obtain these funds for the appropriate canyon and hillside areas in the College Area community. A matching-fund program could be established to encourage the use of assessment districts in combination with bond financing.
7. Tax Increment Financing - For that portion of the College community designated for redevelopment (see the San Diego State University Element), state law permits tax increment from proposed future development to finance new public improvements.